



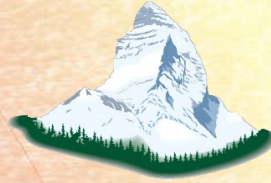
BLUFOR Knowledge, Skills and Attributes, for the 21st Century

**Brigadier General John R.
Schmader**

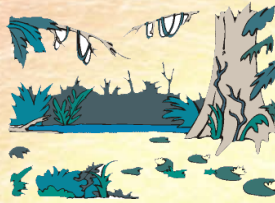
***Assistant Deputy Chief of Staff, Training-West
2 February, 2000***



OPFOR



Arctic



Jungle



Urban



Woodland

BLUFOR



Desert



AGENDA

- **Future Leaders**
- **KSA's of the Leader**
- **Future Units**
- **Ways and Means Matrix**



THE ADAPTIVE LEADER

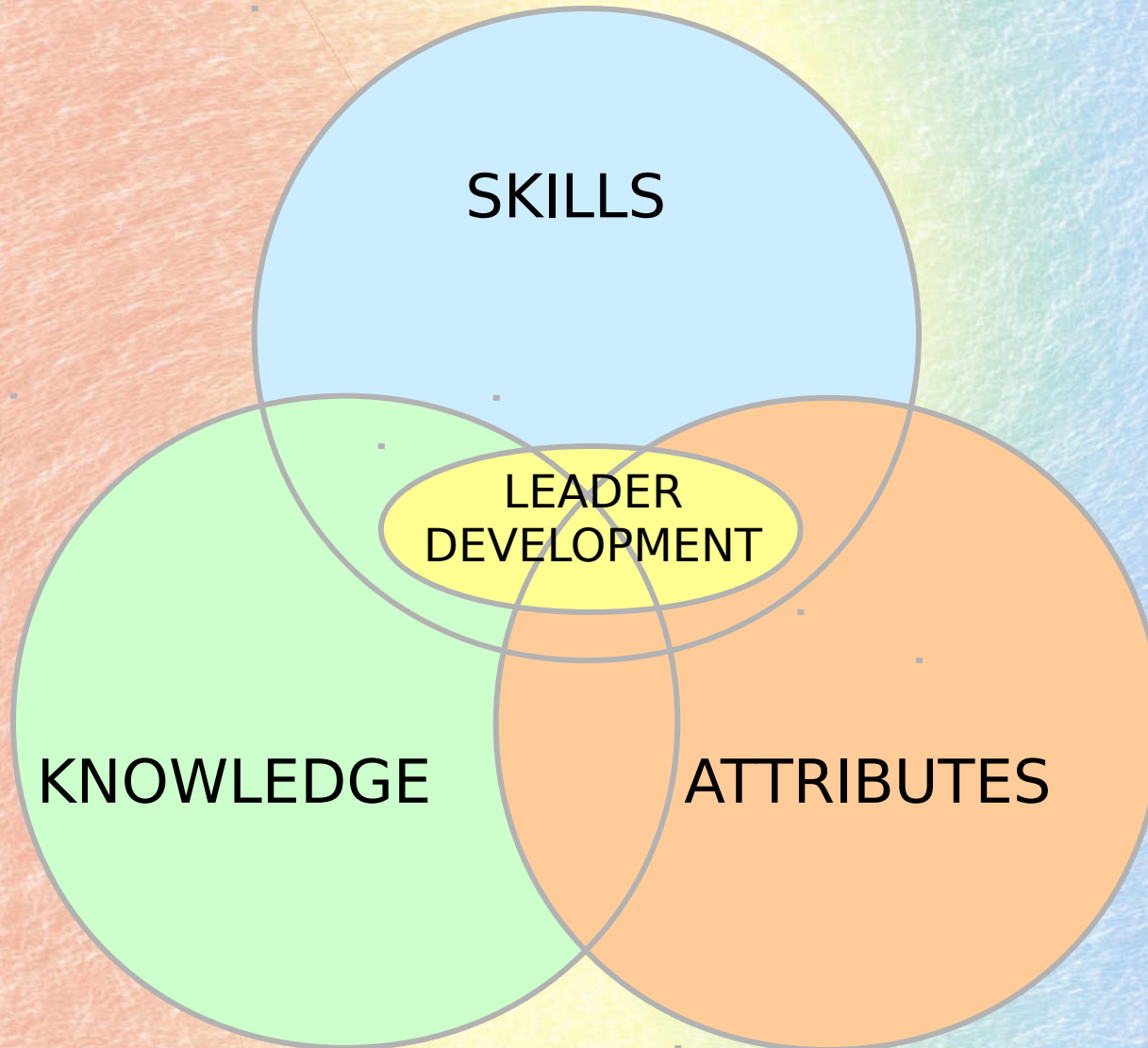
A leader who can influence people by providing:

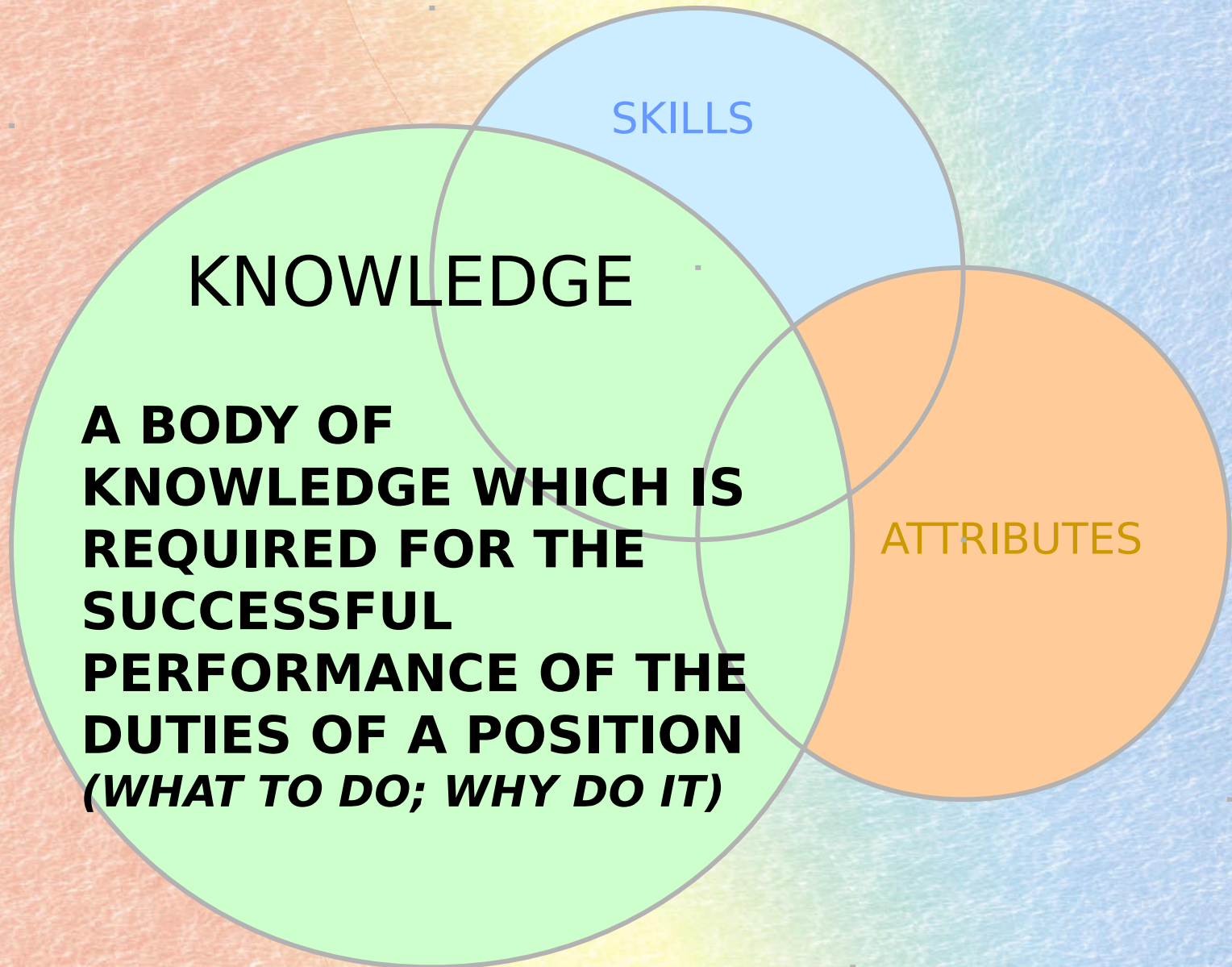
- ☐ **Purpose**
- ☐ **Direction**
- ☐ **Motivation**

While operating in a complex, dynamic environment of uncertainty and ambiguity to accomplish the mission and improve the organization.



KSA







KNOWLEDGE

- **Doctrine**
- **Leadership**
- **History**
- **Theory**



SKILLS

**DEMONSTRATED,
MEASURABLE
PERFORMANCE OF A
SPECIFIC
OPERATION IN A PROFICIENT
MANNER (*HOW TO DO*)**

KNOWLEDGE

ATTRIBUTES



INDIVIDUAL LEADER SKILLS

Interpersonal

/

- ☐ Coaching
- ☐ Teaching
- ☐ Counseling
- ☐ Motivating
- ☐ Empowering

Technical Skills

- ☐ Basic Soldiering
- ☐ Job Related Expertise

Conceptual

- ☐ Creative Thinking
- ☐ Critical Thinking
- ☐ Analytical Thinking

Tactical Skills

- ☐ Employment of Combat Units and Combat Power (CO and below)



ORGANIZATIONAL LEADER SKILLS

Interpersonal

- ▢ **Understanding Soldiers**
- ▢ **Communicating**
- ▢ **Supervising**

Technical Skills

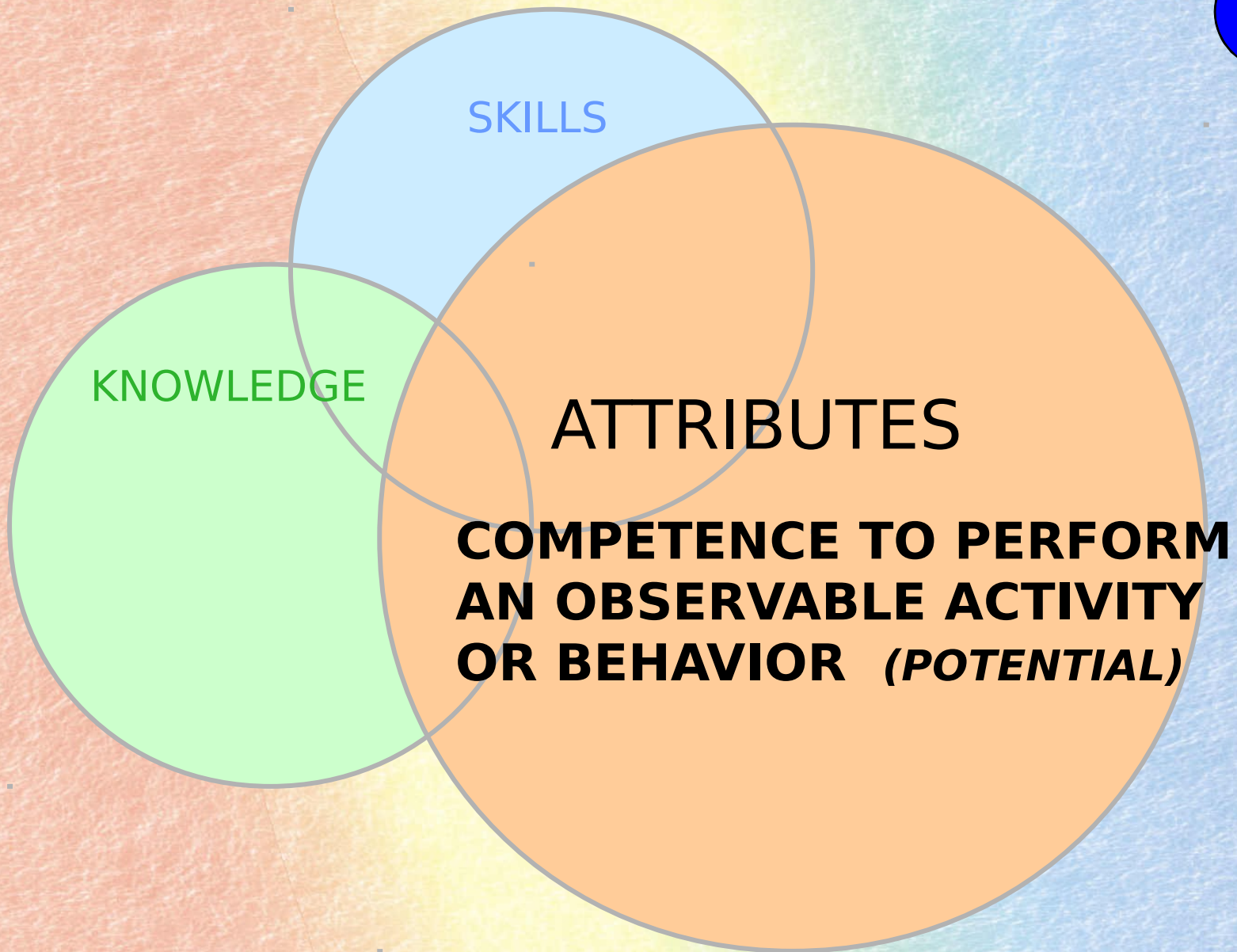
- ▢ **Maintaining Critical Skills**
- ▢ **Resourcing**
- ▢ **Predicting Second and Third Order Effects**

Conceptual

- ▢ **Establishing Intent**
- ▢ **Filtering Information**
- ▢ **Understanding Systems**

Tactical Skills

- ▢ **Employment of Combat Units and Combat Power (BN and above)**
- ▢ **Synchronization**
- ▢ **Orchestration**





LEADER ATTRIBUTES

▢ ***Adaptive***

▢ ***Judgement***

▢ ***Discipline***

▢ ***Initiative***

▢ ***Commitment***

▢ ***Passionate Learner***



ENDS - WAYS - MEANS MATRIX

ENDS - WELL TRAINED, LEADER

WAYS	MEANS (OPFOR)
<ul style="list-style-type: none">□ Gain tacit knowledge through CTC rotations (experience).□ Synthesize, process and integrate information in a dynamic environment.□ Filter information and conduct pattern analysis.□ Visualize the battle space.□ Understand the interrelationships and implications of actions.□ Understand symptoms and doctrine.□ Apply the decision process.□ Recognize when the situation changes.	<ul style="list-style-type: none">□ Present a credible but less predictable threat across the spectrum of conflict.□ Provide a less predictable threat.□ Provide a linked action-reaction/ counteraction environment.□ Provide a flexible OPFOR that can rapidly switch between levels in the spectrum of conflict.□ Tailor forces to support BLUFOR training requirements.□ Provide ability to support negotiation requirements.



ENDS - WAYS - MEANS MATRIX

ENDS – WELL TRAINED, LEADER

WAYS

- Understand friendly and enemy force structure and capabilities.
- Understand system capabilities and limitations.
- Motivation, delegation, involvement.
- Achieve mental agility.
- Be culturally aware.

MEANS (OPFOR)

- Provide OPFOR capability profiles.
- Establish themes and scenarios requiring BLUFOR leaders to think, analyze, and take action.
- Provide cultural backdrop.



UNIT ATTRIBUTES

▮ ***Responsive***

▮ ***Deployable***

▮ ***Agile***

▮ ***Versatile***

▮ ***Lethal***

▮ ***Survivable***

▮ ***Sustainable***



ENDS - WAYS - MEANS MATRIX

ENDS - WELL TRAINED, RESPONSIVE UNIT

WAYS	MEANS (OPFOR)
<ul style="list-style-type: none">□ Operate in a complex environment.<ul style="list-style-type: none">- Respond to simultaneous/different threats.□ Conduct intelligence planning, collect, process, and disseminate information.□ Conduct defensive operations at the BCT level.□ Operate in linear, non-linear, contiguous and non-contiguous battle spaces.□ Move quickly and effectively between different levels on the spectrum of conflict.□ Predict enemy actions and take aggressive action to prevent them and shape the battle space.□ Employ mortars, field artillery, close air support.□ Coordinate, synchronize, and integrate all forms of fire support.□ Conduct counter target acquisition.	<ul style="list-style-type: none">□ Challenge the BLUFOR in all dimensions and in different locations simultaneously.□ Produce information or conduct operations to stimulate BLUFOR intelligence collection and activities.□ Attack a BLUFOR BCT defensive formation with a credible force.□ Operate in different formations consistent with established scenarios.□ Change rapidly from SASO to combat operations and back in a meaningful and credible manner.□ Replicate a force that is not rigid in its force structure or doctrine but which has some level of predictability.□ Present targets to solicit BLUFOR reactions in the form of indirect and close air support.



ENDS - WAYS - MEANS MATRIX

ENDS - WELL TRAINED, DEPLOYABLE UNIT

WAYS

- Conduct permissive and forced entry operations.
- Conduct stability and support operations.
 - Deployment
 - Information operations
 - Checkpoint operations
 - Media operations
 - Separation of warring factions
 - Countersniper operations
- Move quickly and effectively between different levels on the spectrum of conflict.
 - Conduct Noncombatant Evacuation Operations
- Provide transport, conduct supply operations and field services. Maintain weapons and equipment. Provide sustainment engineering.

MEANS (OPFOR)

- Challenge BLUFOR entry into the battle space when required.
- Replicate the complexities of a SASO environment.
- Change rapidly from SASO to combat operations and back in a meaningful and credible manner.
- Interfere with BLUFOR deployment and sustaining base operations.



ENDS - WAYS - MEANS MATRIX

ENDS - WELL TRAINED, AGILE UNIT

WAYS

- ▢ Operate in a complex environment.
 - Marking contamination, mines, and buffer zones
 - Riot control
 - Separation of warring factions
 - Participate in a Joint Military Commission
- ▢ Move rapidly and decisively in the battlespace.
- ▢ Conduct tactical movement and engage enemy forces with direct fire/maneuver.
- ▢ Plan, direct, and lead units preparing for combat operations. Then direct and lead units in the execution of battle.
- ▢ Conduct offensive operations at the BCT level (attack) (breach obstacles).
- ▢ Operate in linear, non-linear, contiguous and non-contiguous battle spaces.
- ▢ Train against unit METL.
- ▢ Participate in coalition operations.
- ▢ Conduct information operations.

MEANS (OPFOR)

- ▢ Challenge the BLUFOR in all dimensions across the spectrum of conflict.
 - Create a contaminated battlefield
 - Hostile civilians on the battlefield
- ▢ Interfere with BLUFOR movement in the battlespace.
- ▢ Conduct OPFOR operations forcing BLUFOR to perform a tactical road march and engage in a direct fire/ maneuver.
- ▢ Present a credible defense against a BCT offensive combat operation.
- ▢ Operate in different formations consistent with established scenarios.
- ▢ Tailor OPFOR mission and force structure to meet BLUFOR METL objectives.
- ▢ Replicate a coalition force operating with the BLUFOR.
- ▢ OPFOR creates conditions for IO



ENDS - WAYS - MEANS MATRIX

ENDS - WELL TRAINED, VERSATILE UNIT

WAYS

- ▢ Operate in complex terrain.
- ▢ Train against unit METL.
- ▢ Conduct intelligence planning, collect, process, and disseminate information.
- ▢ Conduct permissive and forced entry operations.
- ▢ Conduct stability and support operations.
 - Media operations
 - Noncombatant Evacuation operations
- ▢ Operate in linear, non-linear, contiguous and non-contiguous battle spaces.
- ▢ Conduct electronic collection and attack.
- ▢ Conduct battlefield psychological operations.
- ▢ Conduct law and order, civil affairs operations, and evacuate non-combatants.

MEANS (OPFOR)

- ▢ Replicate all aspects of a complex battlefield environment.
- ▢ Tailor OPFOR mission and force structure to meet BLUFOR METL objectives.
- ▢ Produce information or conduct operations to stimulate BLUFOR intelligence collection and activities.
- ▢ Challenge BLUFOR entry into the battle space.
- ▢ Replicate the complexities of a SASO environment.
- ▢ Operate in different formations consistent with established scenarios.
- ▢ Collect electronic information and provide electronic signatures to BLUFOR.
- ▢ Create a rigorous battlefield environment with realism to generate the stress and opportunities for psychological operations.
- ▢ Provide non-combatants when required.



ENDS - WAYS - MEANS MATRIX

ENDS - WELL TRAINED, LETHAL UNIT

WAYS	MEANS (OPFOR)
<ul style="list-style-type: none">Operate in a complex environment.<ul style="list-style-type: none">Cordon and searchEmploy anti-armor weaponsUnderstand Rules of Engagement.Conduct tactical movement and engage enemy forces with direct fire/maneuver.Plan, direct, and lead units preparing for combat operations. Then direct and lead units in the execution of battle.Conduct offensive operations at the BCT level (attack) (breach obstacles).Conduct defensive operations at the BCT level.Predict enemy actions and take aggressive action to prevent them and shape the battle space.Employ mortars, field artillery, close air support.Coordinate, synchronize, and integrate all forms of fire support.Conduct counter target acquisition.	<ul style="list-style-type: none">Challenge the BLUFOR in all dimensions across the spectrum of conflict.Develop situations with different/difficult ROE.Conduct OPFOR operations forcing BLUFOR to perform a tactical road march and engage in a direct fire/ maneuver.Present a credible defense against a BCT offensive combat operation.Attack a BLUFOR BCT defensive formation with a credible force.Replicate a force that is not rigid in its force structure or doctrine but which has some level of predictability.Present targets to solicit BLUFOR reactions in the form of indirect and close air support.



ENDS - WAYS - MEANS MATRIX

ENDS - WELL TRAINED, SURVIVABLE UNIT

WAYS	MEANS (OPFOR)
<ul style="list-style-type: none">□ Operate in a complex environment.<ul style="list-style-type: none">- Marking contamination, mines and buffer zones□ Protect against weapons of mass destruction.	<ul style="list-style-type: none">□ Challenge the BLUFOR in all dimensions across the spectrum of conflict.
<ul style="list-style-type: none">□ Conduct intelligence planning, collect, process, and disseminate information.	<ul style="list-style-type: none">□ Threaten BLUFOR with WMD and their effects.□ Produce information or conduct operations to stimulate BLUFOR intelligence collection and activities.
<ul style="list-style-type: none">□ Conduct defensive operations at the BCT level.	<ul style="list-style-type: none">□ Attack a BLUFOR BCT defensive formation with a credible force.□ Target the BLUFOR with both conventional and unconventional threats.
<ul style="list-style-type: none">□ Conduct stability and support operations.<ul style="list-style-type: none">- Practice force protection- Clear Mines	
<ul style="list-style-type: none">□ Employ mortars, field artillery, close air support.□ Coordinate, synchronize, and integrate all forms of fire support.	<ul style="list-style-type: none">□ Threaten BLUFOR with indirect fires and counterbattery fires.
<ul style="list-style-type: none">□ Conduct target acquisition.□ Execute countermobility, enhance movement, provide physical protection, conduct operations security, and protect against NBC. Overcome obstacles and conduct deception operations.	<ul style="list-style-type: none">□ Create a battlefield with obstacles, chaotic conditions, OPFOR stay behind forces, and guerrillas.



ENDS - WAYS - MEANS MATRIX

ENDS - WELL TRAINED, SUSTAINABLE UNIT

WAYS	MEANS (OPFOR)
<ul style="list-style-type: none">□ Establish a lodgment.<ul style="list-style-type: none">- Secure facilities- Protect the force□ Operate in complex terrain.□ Participate in coalition operations.□ Conduct permissive and forced entry operations.□ Conduct stability and support operations.<ul style="list-style-type: none">- Security of Facilities- Information Operations□ Provide transport, conduct supply operations and field services. Maintain weapons and equipment. Provide sustainment engineering.□ Provide personnel, health services and treatment to EPWs. Treat and evacuate battlefield casualties.	<ul style="list-style-type: none">□ Challenge BLUFOR establishment and security of lodgment areas.□ Replicate a coalition force operating with the BLUFOR.□ Challenge BLUFOR entry into the battle space.□ Provide separate nation forces and civilians on the battlefield□ Interdict supply lines.□ Provide EPWs as required.



ADCST-W

**BLUFOR Knowledge,
Skills and Attributes, for
the 21st Century**

